

Technical Program Conclusions

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Well, unlike the other panelists, I am the one standing as we say down here between you all and lunch, which is not a good position to be in. I think we had some excellent technical panels I think all would agree. We also had a look at our history a little bit, which I think was very happy.

To summarize the panels, I will use no slides, although my secretary has prepared some information which I'm sure is available if you want it. But I notice the attendance was very good throughout, and I certainly heard the panels as well. In presenting what I heard from the panels, I will do this like a lawyer would I think. And that is a lawyer would stand before a jury, and I think the lawyer would say this, regarding waterborne transportation, demand will increase as trade and population grows I think he would say. The ability of road and rail to expand is minimal. Therefore, we will have increased congestion.

I think back to my days in Deutschland. And I think about Mercedes going 200 kilometers an hour, this truck -- this close to trucks going 50 kilometers an hour, and it's very scary. I cannot imagine more trucks on those autobahns.

I think the lawyer would also say this, container shipping will increase and will require a more integrated intermodal system.

I think he would also say this, environmental challenges must be addressed. Someone said that you can run from the environmentalists, but you cannot hide. You will have to deal with them.

And I think a lack of maintenance occurs with the reality of scarce resources in both countries. I would term it this, I think it is a quiet tragedy is how I would term our lack of maintenance. There are no catastrophic events unlike on a highway. You don't get a burning river. You don't get a bridge that falls in that kills people in two or three cars. It is a quiet tragedy and therefore does goes unrecognized.

I think you could also say waterborne transportation is safe, which we didn't address much. But it is safe, it is efficient, and it is environmentally friendly. I think we heard Karin De Schepper say of remarking on a new canal, you could not tell that the river was actually a canal. And I think that is a very telling statement.

I will conclude as a lawyer and I'd say, these are the facts and they are irrefutable. That's what I would say. So we also learned from these sessions, engineers tend to believe that all this is obvious what we must do and that all understand. I think engineers believe that and scientists.

But Les Sutton pointed out if it does not bleed, it does not read. We here in America say, you don't get the Kodak moment from a lot that we do because again we are successful. That is part of the problem. We are quietly successful.

And he also said navigation is we have turned our backs on the rivers and turned more to the highways, and that's what the public uses. They can literally be going down a road, and I have done this myself. And I know that the Ohio River is one mile away, and I know because I'm in the business that over 200 million tons of traffic moves on that river. But in the summertime with the leaves out, you never see it. It literally is out of sight, out of mind. And we heard that as well.

We did hear one promising counter point from our European colleague, and that is if we do well, politics will follow. I think that is an evolutionary process, but that was disheartening to hear that.

So where do we go from here, and I will give you two thoughts? One is there's much talk today, at least in America about learning organization. We use this term a lot. A learning organization is one that shares experiences. We identify and record lessons learned. But now here is the key, it is not enough merely to share those ideas. We must -- the key is develop or change our behavior or processes based on these lessons learned.

If we do those three things, then we truly are a learning organization. And I think PIANC is definitely a learning organization. What you do here in these other forums I think is very important. It is vital. And I think you are -- I know you are internationally recognized as a learning organization, and you must continue to do that.

Now, the second lesson is I believe we must do a better job of educating the public. We must understand our audience, develop a common simple message and repeat it again and again and again. I can't speak for Europe, but I can tell you in my short time in Washington, D.C. I now know it is not the complexity or brilliance of a message. It is a simple understandable message that is repeated over and over. Simplicity and persistence are the key in Washington, D.C. That I have learned.

Well, I also know some believe that our good works will speak for themselves. I too used to believe that. I no longer believe it. I believe you tell your story before someone tells it for you. I also believe PIANC is on the right track here. They're moving in the right direction. I would encourage the organization to continue.

And you heard it from some of the later panelists how we're starting to integrate our messages, our data. So, they're not snapshots, but more integrated and more importantly understandable to the public. It must be simple and understandable and told again and again.

On a personal note, Ian Gillespie and I were in an outdoor conference on Tuesday. And I think he sums it up best, and I will paraphrase it again if I may. He said, it is not enough to be engineers or scientists. We must also be managers, leaders, and

communicators. And I think that was very well said, and an appropriate conclusion to my remarks. With that, I thank you for your attention.

